

# MANAGEMENT PROCEDURES

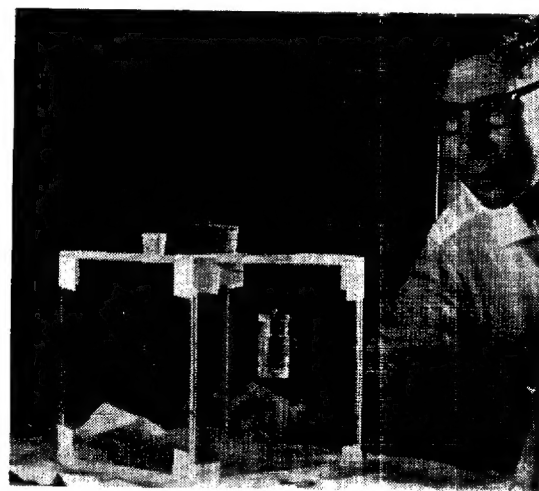
Reprinted with permission by the U. S. DEPARTMENT OF HEALTH,  
EDUCATION, AND WELFARE - Public Health Service - from  
"Industrial Photography" magazine, Nov. '65 issue.

## Classification And Evaluation Of Photographic Personnel

by VERNON E. TAYLOR  
Chief, Photo Section  
National Institutes of Health

*The Federal Government sets  
classification standards  
which spell out in detail  
the responsibilities and  
required training levels  
for photographers and  
laboratory technicians*

The Federal Government has in its service many photographers who serve in a broad spectrum of photographic responsibilities. These various fields of photography include aerial, scientific and technical, medical, television, and underwater, as well as general photography. In addition to these, there are many photographic laboratory positions not involving camera work. Photographers are used to document the activities of the Federal Government in its various military and civilian organizations. The photography generally serves to document research, training events,



*Top photographers must plan photo coverage for specialized situations.*

evaluation, or matters of public information.

How does the Government evaluate the qualifications of these various photographers with all these skills, training, and backgrounds on an equitable basis? This is done by following a systematic classification procedure that applies to the Federal Civil Service positions established on the competitive merit system.

### Job Descriptions

For various occupations in the government, classification standards have been established that set the guidelines for various levels of responsibility, technical training, required skills, and other factors. A written description of a job will appear in the classification scale according to the kind of skills and responsibilities involved.

*Lab men may have to develop new materials and adapt standard procedures.*



*Perhaps one of the most neglected areas in in-plant photography is the role and technique of management. There is a constant need for information to guide managers in their operations, both as to their intra-departmental procedures and their relationship to top management. In recognition of this need, we introduced John Harm's monthly column "In-Plant Management" earlier this year. As a further extension of this material, we present these articles on job classification and cost factors, subjects of intense interest to the in-plant manager. Very few companies have classified their photographic personnel or have released information as to how they do it, so the coverage by Vern Taylor of the formalized governmental structure is valuable as a general guide to the commercial department, which can be modified to suit a company's needs. Jack Noaker explains the Army's "negative equivalent" system of production control, which could be readily adapted to many in-plant situations. Cost factors are used in various ways by all in-plant managers, so John Harm reviews the indirect items which too often are either neglected or forgotten. — THE EDITORS*



volved. A job description tells what an individual does, what is to be expected of him, and defines his responsibilities. Along with these various levels of responsibility there are, of course, various pay scales.

When a person desires a Civil Service job in photography, he generally takes a competitive examination. This examination is based on the extent of the individual's progressive experience, his education or training, and his quality of experience or achievement. In some cases he will be asked to submit samples of his work for evaluation. A number of measurement standards are used, resulting in a numerical rating which reflects the extent to which an applicant's experience and training exceeds the mini-

*continued on page 59*

## personnel

*continued from page 29*

mum qualifications required of a particular grade level.

The names of applicants and their earned grade in various specialties form a list called the Civil Service Register. The selection process begins at the top of the rating scale and proceeds downward. Thus, the individual with the most appropriate qualifications for a particular job is selected.

### Job Categories

The remainder of this article will discuss job categories in government photography, including an outline of the fundamental requirements of each category. The description of responsibilities and the required training levels have been obtained from the Federal Service Position Classification Standards and Federal Civil Service Commission Examination Announcement #363B, which is presently open to applicants. (Frequently much of the informa-

tion is quoted directly because it is difficult to improve on the precision of the language which the personnel, or subject matter specialists, have used.)

### GS-4

The GS-4, still photographer, must be familiar with fundamentals, methods, techniques, and procedures involved in the use of standard commercial still cameras, and he must be able to make photographs of subjects, both indoors and outdoors, which are not complicated by rapid motion, camera corrections, etc. At this level the individual may be used to photograph award ceremonies, pictures of interviews, simple photographs of machinery equipment, or building interiors and exteriors. Generally these subjects are such that two or three pictures can be taken. These pictures generally consist of a clear picture without too much direction by a supervisor. Any color photography performed at this level is considered a photographic training situation.

The GS-4 laboratory technician performs laboratory tasks such as routine processing of film, contact printing, enlarging, and masking slides and transparencies by various fundamental methods. In other words, the simple, uncomplicated photographic pro-

duction routines can be performed at this level, where no technical involvement and no special knowledge of subject matter is required. At this level employees are considered in training to develop artistic ability which involves lighting, composition, etc.

#### GS-5

The GS-5 photographer starts at \$5,000 a year. The applicant must show qualifying experience to demonstrate that he is familiar with fundamental techniques and procedures in the use of cameras or in laboratory work, or that he has some training and experience in simple color photography. If laboratory work is part of the assignment, his experience should demonstrate that he is familiar with methods and processes for enlarging, contact and projection printing, processing negatives, and producing slides.

These individuals may be required to exercise artistic ability. They are able to do camera work using common equipment, techniques, and processes required for a variety of relatively uncomplicated assignments. At this level they have a greater range of photographic assignments and more familiarity with cameras, accessories, lights, and other equipment. For example they take black-and-white pictures of moving or stationary objects that involve no significant problems of speed, motion, color, or contrast. They may use 16mm and 35mm motion picture cameras to perform simple motion picture photography. At this level the subject is selected and the purpose of the photograph is determined by the supervisor or requestor. The photographers are expected to determine shutter speed, exposure, and type of film they will use. If they expect special problems they consult with more experienced photographers. A

cameraman at this level is responsible for producing a good clear photograph.

#### Laboratory Requirements

In laboratory work at this level they use standard techniques with a greater degree of precision, and are expected to make duplicate negatives, to dodge, burn-in prints, and produce fairly high print quality from negatives submitted from other sources, which may be of poor quality. They must be fairly independent as far as print quality is concerned, and must have accumulated a considerable range of photographic skills and a general familiarization with various kinds of darkroom equipment, etc. Some employees at this level receive training in special laboratory duties such as color printing, color film processing, etc. Such photographers are expected to have a general knowledge of the subject matter area; while they are not expected to become an expert on the subject, they are expected to learn about program considerations and objectives which affect the photographs to be taken and processed.

#### GS-7

The GS-7 photographer starts in the government at \$6,050 a year, and this is probably the first truly professional photographic position in the government. These photographers must have at least one year of additional experience using the common range of still studio or portable cameras, and 16mm motion picture cameras. Their experience should demonstrate their ability to utilize methods, techniques, and procedures of black-and-white and color photography. Applicants for this position involving laboratory work must have at least one year's experience that demonstrates the ability to apply standard methods in all phases of

darkroom work, being thoroughly familiar with commonly used procedures, processes, and techniques used in achieving fine quality laboratory work.

For some positions, applicants will be required to show a substantial degree of artistic ability. The cameraman must be able to select and use the appropriate equipment, accessories, etc., to meet the requirements of specific photographic projects. They are usually involved in custom photography, in which a greater consideration of the subject matter or a specific subject is involved. The selection of equipment and techniques, as well as the adaptation of the developing and printing processing, must meet individualized requirements. The camera work differs from that at lower levels because it requires more extensive knowledge of the subject, use of lenses, appropriate lighting, other equipment, use of film, and any special processing procedures and techniques.

The GS-7 employees are given such assignments as photographing areas where there are difficult lighting problems involving reflections or inadequate illumination, etc. Photographs of studio subjects such as parts, components, and special equipment are made. Difficult technical problems may be present, caused by material with highlights, deep shadow areas, exact color rendition, etc. At this level a photographer must be able to make photographic reproductions, maps, or continuous tone composites for publication or exhibit purposes. He must be able to handle the fine adjustments on the cameras and equipment, compensate for exposure, tone, reduction, speed, accuracy, and lighting, and generally be able to compensate for defects in the original material.

In the medical field he must be able to photograph pathological specimens presenting problems

such as rapid deterioration or wet, shiny surfaces. He must be able to do surgical photography, following sterile techniques and safety precautions to avoid exposure to explosive anesthetic gases. He also may be required to shoot motion pictures that are coordinated with the actions of the surgical team. He must be proficient at close-up photographs in such areas as the eyes, ears, and mouth, using specialized cameras and accessories without affecting the patient. There are many other duties for medical photographers.

As an aerial photographer he must be able to perform photography of vertical or oblique fixed ground objects, and must be able to direct the pilot to give the altitude and direction for correct approach and angle of photography. He must be able to perform where there is air-to-air traffic for purposes of studying flights of other airplanes, and must be able to communicate with the pilots of both planes to achieve positioning, etc. In another specialization, he may be engaged in photographing machines and motor parts to show corrosion of components, worn bearings, or fractures in ceramics. Camera work of this type is performed independently in accordance with the requesting operating officials. Finished work is reviewed for acceptability of photographic quality and fulfillment of program objectives by the program requestor. Cameramen at this level should be able to solve and correct the photographic situation.

The GS-7 photographic lab man differs from workers of lower grades in that he is required to develop new methods and adopt standard procedures, techniques, and processes for either black-and-white or color processing, or both. He must be able to consider the condition of the film received for processing, both from the standpoint of photographic characteristics and from the requirements the finished product must meet. He then determines the processing and techniques to

be used and, if necessary, modifies them to meet the general requirements. He exercises a high degree of skill and ability in making enlargements in black-and-white or color. He must be able to make quality photo montages, conduct tests of new types of photographic materials to determine characteristics and performance, and develop test data for such equipment and materials. He must be able to reduce or enlarge to exact scale for certain purposes. The individual may process color film or make color prints of high quality.

At this level an employee is able to carry out work independently. His results are reviewed by his photographic superiors or by operating clients for acceptability and results of work quality. These employees usually carry out assignments related to a specific subject matter area. An understanding of the operations, equipment, special vocabulary, and of both the program and photographic objectives of the subjects to be photographed is essential to successful performance of the photographic assignments. The employee must become familiar with necessary background information and be able to discuss with program officers, scientists, engineers, script writers or others the purpose and objectives of the photography work in order to determine the necessary equipment, procedures, and required coverage.

#### GS-9

The GS-9 photographers are generally specialized, with a salary starting at \$7,220 per year. They perform work that is characterized by the use of very specialized cameras, electronic timing and triggering devices, motion picture production cameras, optical printers, etc. Much of the equipment used in positions at this level has been developed or adapted specifically for specialized requirements, and will not be found in the unspecialized photographic shop. This differs from lower positions where non-

specialized equipment is commonly used for non-specialized photography.

GS-9 photographers have at least one year's advanced experience for demonstrating, in addition to the ability to use common range cameras and related equipment, the following:

1. Familiarity with specialized cameras such as production-type motion picture, television, aerial, or underwater cameras and related equipment.
2. Or, familiarity with specialized cameras used in scientific and technical photography such as ultra high-speed cameras, still sequence cameras, and related equipment; lighting and controls; and the ability to set up such equipment in accordance with standards and procedures for a specific objective.

Applicants for positions involving such matters as scientific and technical photography or medical photography must possess one year's experience that demonstrates the ability to acquire background information in a specific area and to understand the operations of the photographic objective involved. For positions requiring artistic ability, they must show at least one year's experience that demonstrates the ability to plan composition in photographs, and utilize the camera or laboratory techniques to produce desired results.

At this level camera work requires the ability to improvise and devise new methods and techniques for using equipment, since assignments typically involve problems not commonly encountered. Characteristically, many assignments in the medical, scientific, and technical fields afford only one opportunity to photograph the material. The work of this employee is reviewed to assure that it meets the requirements of the operating office. At this level the employee consults with the supervisors only when dealing with rare and unprecedented photographic problems, or in devising methods of adapting or altering existing equipment for



the specialized problem. GS-9 employees are expected to have a thorough comprehension of subject matter in order to meet the requirements of the event to be photographed or to know when the event can be altered to meet the photographic requirements. These employees must be able to utilize extensive artistic ability to accomplish the photographic objectives.

#### **GS-11**

The GS-11 photographers start at \$8,650 per year. They must have the initiative, training, and creative ability in the field of photography to develop or adapt equipment or processes as necessary, to plan the photographic coverage, or to utilize a high degree of artistic skill. They deal with equipment, techniques, and processes that must be developed or adapted in order to be responsive to unprecedented situations that require photographic treatment. At this level they work closely with scientists, engineers, physicists, or medical researchers so that they can plan the photographic recording and reporting with minimum interference with program operations.

At the GS-11 level they have the responsibility for designing, developing, and modifying equipment for use in highly specialized situations and requirements, in contrast to the GS-9 responsibility which is usually concerned with the skilled use of specialized cameras and related equipment in specific situations.

These employees must work independently in close collaboration with operating officials or motion picture producers, etc., in planning and organizing the photographic objectives of the total project. Their work is generally recognized as being of high photographic quality. They are familiar enough with the subject matter, contents, and requirements of long range projects involving scientific studies, engineering, or medical research so that they can plan the photographic recording and reporting

with minimum interference with program operations. In many situations they function as members of the planning team. Their knowledge of subject matter must exceed that of GS-9 employees in that they must have a broad knowledge of the specific subject matter concerned, which includes understanding of the objective and operations involved in a project and the ability and imagination to fully develop the photographic aspects of the particular project.

For all of these classifications at least six months of the required experience must have been at a level comparable to the next lower grade, or one year of experience at a level comparable to the second lower grade in the service. For example, if a person is to be considered for a GS-9 position, he must have two years of GS-7 level experience or one year of GS-8 level experience to be eligible for consideration.

Education may be substituted for experience. Advanced photography training and residence at a technical training school beyond high school level, or at a recognized college or university may be substituted year-for-year for the required experience in a specific grade. Such training may be substituted on the same basis for specialized experience, provided that it is directly related to the photographic field in which the specialty exists. A successfully completed residence course in basic photography in either high school or the Armed Forces, consisting of at least 200 hours of instruction or supervised laboratory work, may be substituted for three months of required general experience in any grade.

Photographers with supervisory responsibilities are generally rated above the corresponding photographic specialization which they supervise. This supervisory difference, of course, depends on the level and quality of supervision provided, the size of the photographic program, its general operational level, and technical service provided.

~~SECRET~~

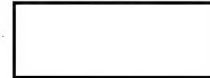
Approved For Release 2003/12/19 : CIA-RDP78-04546A000800010002-3

Mission

The Photo Section is responsible for the procurement of photography on a world-wide basis, to meet the Agencies overall intelligence objectives. Maintaining a Master Negative File of all photography accessioned by CRS/ISG, and providing copies of such photographs as required.

In addition, the Section is responsible for providing a photographic copy and reproduction laboratory to service Agency priority requirements which cannot be satisfied by the Printing Service Division facilities. In conjunction with this photographic laboratory, the official Agency photographers are assigned to the Section and provide the necessary laboratory staff to maintain its operation.


Approved For Release 2003/12/19 : CIA-RDP78-04546A000800010002-3



25X1

Chief, Photo Section

1. Supervises Photo Section consisting of control room, photographic laboratory, master negative files, and Agency photographers.

2. Coordinates requirements and directs collection efforts of the Graphics Program in some  thruout the world.

25X1

3. Assessment of possible sources for the procurement of photography in response to specific, as well as general requirements.

4. Maintains a current awareness of developments in field of photography and photographic equipment.

5. Maintains liaison with other government agencies and private concerns having photographic laboratories to obtain such technical support as may be required.

6. Developes new procedures and methods to ensure the prompt and effective reproduction of photography within required time constraints.